

STATE OF IOWA **WORKFORCE PLANNING**

A How-to Guide for Developing a Workforce Plan

**Prepared by the Department of Management and
Department of Administrative Services**

2008

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State of Iowa Workforce Planning Overview

What is Workforce Planning?

Workforce planning is a systematic, proactive approach identifying how an agency's people and people-management activities align with and support achievement of the agency's mission, strategic goals and performance expectations through:

- forecasting mission critical talent needs (e.g. critical skills, staffing, diversity) and
- developing, implementing and evaluating strategies to close existing gaps.

In short, it's the process to ensure that an agency has **the right people with the right skills in the right job at the right time.**

Why Create a Workforce Plan?

Workforce planning provides managers and supervisors with valuable information with which to make sound human resource decisions focused on the achievement of both program and agency goals. It also helps agency leaders anticipate change and develop strategies for meeting current and projected workforce needs.

The overall benefit of workforce planning, then, is its ability to ensure that the agency has a workforce with the necessary skills and competencies to achieve goals and priorities both now and in the future.

Using the Planning Guide

This guide takes an agency through a step-by-step process to create a

workforce plan. The approach has four phases:

1. Prepare for Workforce Planning
2. Conduct Workforce Analysis
3. Develop and Implement Action Plan
4. Monitor, Evaluate and Revise

In each of the four phases there are key steps that, when implemented, will facilitate the development and implementation of the workforce plan. You will note that certain steps in this guidebook contain a link that when clicked takes you to the appropriate section of the Workforce Plan located at the end of this document. Clicking on the link will allow you to enter required information directly into your agency's workforce plan document.

[Click here and press "enter" to complete the Workforce Plan Cover Page](#)

Phase 1 focuses on the activities that need to occur to prepare for workforce planning. Phases 2 and 3 are the heart of the workforce planning effort. This is where workforce data and the internal and external environments are analyzed and strategies developed to ensure that your agency's current and future workforce needs are met. Once Phase 3 is completed, the agency's workforce plan is ready for submission. Phase 4 provides your team ongoing guidance as you regularly monitor, assess and revise the plan to meet your agency's ever-changing workforce needs.

Submitting the Agency Workforce Plan

Each agency is required to submit its workforce plan to the Department of Administrative Services, Human Resources Enterprise and an electronic copy to the Department of Management by July 1. While a workforce plan addresses a 3 - 5 year time frame, your agency will be asked to annually review its plan and submit updated versions by July 1 each year. This schedule aligns with budget development and may assist the agency with fiscal planning as well.

Submit your agency Workforce Plan to:
Department of Administrative Services,
Attention: Nancy Berggren, Chief
Operating Officer
Hoover State Office Building
Des Moines, IA 50319 or e-mail the
document to:

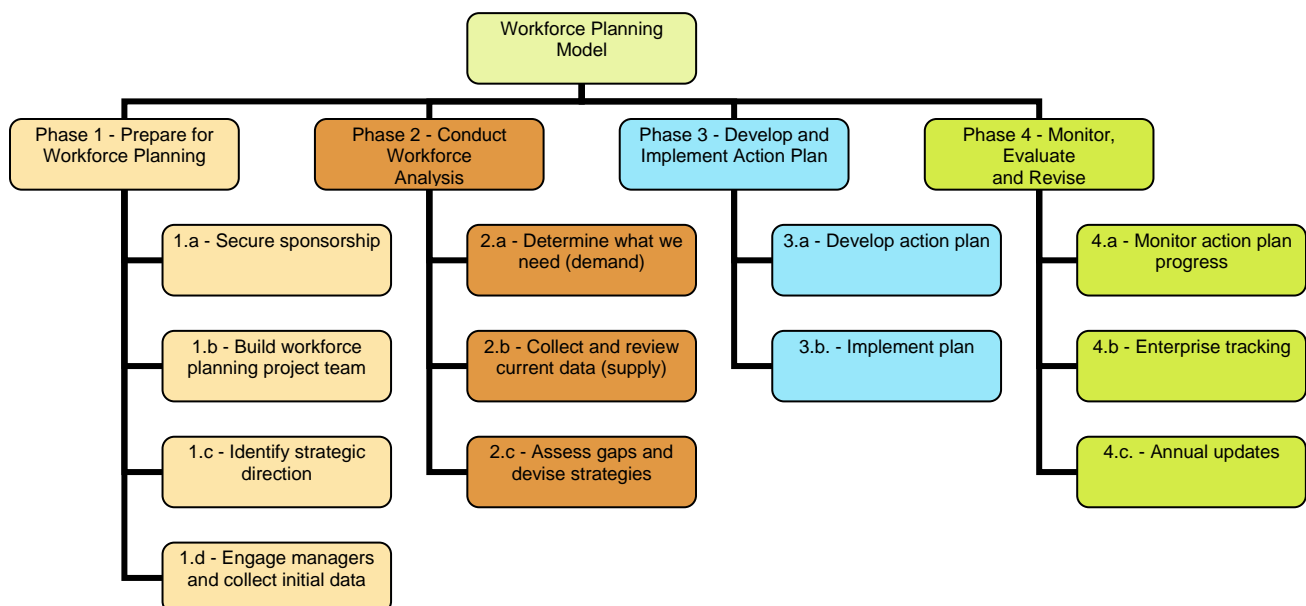
Nancy.berggren@iowa.gov

Copy to: Linda.leteo@iowa.gov

How to Create a Workforce Plan

Many organizations have developed models for workforce planning. Except for variations in terminology and the order of the processes, most workforce planning methodologies are very similar. The State of Iowa model is shown below. It was derived from other models used in a variety of state governments. The specific steps for Phases 1-4, listed on the previous page, are shown below.

A workforce plan may be completed for the agency as a whole or you may opt to complete a separate workforce plan for specific institutions/locations/divisions depending on the size and the scope of your agency.



Building the Workforce Plan

Workforce Planning Phase 1 – Prepare for Workforce Planning

There are four steps in Phase 1 that together ensure a solid foundation for developing a workforce plan that supports the achievement of agency goals and priorities.

Step 1.a – Secure sponsorship

A workforce plan is a management tool, not a human resource document. One of the first tasks, even before selection of the project team, is to gain senior leader sponsorship. It is essential that the project team be afforded the time and resources needed to complete and implement the plan. It is the responsibility of agency leadership to ensure that these are made available and to provide ongoing commitment and direction to the team.

[Click here and press “enter” to read and have the sponsor sign the Workforce Planning Sponsor Contract](#)

Step 1.b – Build a workforce planning project team

Development of a workforce plan is a significant undertaking for an agency and must be managed and staffed as such. A workforce planning team should consist of dedicated and knowledgeable staff from different functional areas and organizational levels. The team makeup for the workforce planning initiative is critical to its success. Staff members selected for this assignment must be:

Action Oriented – Seek challenges, self-motivated and able to complete tasks on time.

Committed – Engaged from pre-work through completion.

Passionate – Enthusiastically support the initiative.

Open Minded – Willing to develop the best solutions without the influence of pre-conceived ideas.

Collaborative – Recognize opportunities to work across organization lines and create an atmosphere of inclusiveness and participatory leadership.

It is important that staff involved in the workforce planning process understand and support the plan, and be willing to promote it to other employees. To do this well, they will need to clearly understand the purpose of workforce planning and be able to communicate the value of the plan to others both inside and outside of the agency. Having team members who represent various parts of your agency will ensure a broad base of input and develop more ownership within the agency.

As previously stated, the strongest workforce planning team will be made up of staff from all areas and levels of the agency. Your agency's team may include staff that is:

Top Leaders – High-level managers and supervisors who recognize the need for workforce planning and its relationship to successfully meeting customers' needs, demonstrate

commitment, and provide the resources to make it happen.

Front-Line Supervisors –

Supervisors are also responsible for using workforce planning as a process for aligning people actions, such as recruitment and training, with strategic goals and objectives.

Human Resources – HR staff provide support and knowledge about the current workforce. They also work closely with supervisors and managers in developing and implementing workforce plans.

Strategic Planners – Strategic planners ensure linkage between the strategic plan and the workforce plan.

Budget Analysts – Budget analysts ensure linkage between the budget and workforce planning.

Agency Wide Committee Head – If your agency has a Recruitment Coordinator or a taskforce responsible for improving the workplace environment (i.e. workplace diversity) this would be a valuable link for Workforce Planning.

Staff – A front-line employee can help communicate with other employees, answer questions, and help reduce skepticism about the purpose of the Plan.

Using the above criteria, and depending on the size and scope of the agency, identify 2-6 individuals to serve on the Workforce Planning Project Team.

[Click here and press "enter" to enter team member information in the Workforce Plan Template.](#)

Step 1.c – Identify strategic direction

Workforce planning naturally complements and is a follow-up to strategic planning. Just as strategic planning helps agencies map where they are, where they are going, and how they plan to get there, a workforce plan lays out the specific tasks and actions needed to ensure an agency has the resources (people) to accomplish the mission and strategic goals. In this step, those responsible for workforce planning will identify/review the agency's vision, mission, and strategic goals and strategies.

A workforce plan translates strategic thinking into concrete action in the area of workforce staffing and training needs. Therefore, it is important to have an in-depth understanding of the agency's strategic direction.

[Click here and press "enter" to enter the following strategic information in the Workforce Plan Template.](#)

- Agency Mission
- Agency Vision
- Agency Strategic Goals
- Key Strategies

Step 1.d – Engage managers and collect initial data

The most effective workforce plan reflects the voice of the agency's senior and mid-level managers. Managers must be engaged at every stage of developing the plan – specifically, senior and mid-level managers representing the agency's major functional areas. The key here is not only to seek management's insights, but to give them an opportunity to understand the importance of their participation in the process.

An effective way to gather management's perspective is by asking them and/or their teams a consistent set of questions designed to gather their insights on key issues. A survey instrument has been designed to assist you in your information gathering efforts.

Your agency's management liaison, as either a part of or working with the workforce planning project team, will identify bureau chiefs and mid-level managers to participate in the survey. A link to the survey will be provided to the agency's management liaison for deployment. Results will be returned to and tabulated by the Department of Administrative Services and sent to the management liaison or project team lead for use in developing the agency's workforce plan.

When results are tabulated and returned to the agency, the workforce planning project team will meet to analyze the data and identify key findings and trends (e.g. certain classifications that are difficult to fill.) This information will be useful as the team develops strategies to address workforce issues.

[Click here and press "enter" to enter key findings based on your team's review and analysis of your Workforce Planning Survey results.](#)

NOTE: This first year, the survey will be sent directly to the agency's management liaison for distribution. To receive the survey link in subsequent years, contact Jane Mild at 515-242-6004 or at Jane.mild@dnr.iowa.gov

Workforce Planning Phase 2 – Conduct Workforce Analysis

Once the project team is in place, the strategic direction is clear, and managers are engaged, the next step is

to collect and analyze information about the workforce. The focus is on the most relevant data needed to create/update the workforce plan. To assist agencies with this effort, the Workforce Planning Guide identifies basic information that is recommended for review and analysis. Some of this information will be provided to the project team by DAS while other data will need to be compiled by agency staff. The Workforce Planning Project Team may gather additional information, beyond what is suggested in this guide, as needed.

Analysis of workforce data is the key element in the workforce planning process. Workforce analysis frequently considers information such as workforce composition, skills and experience, retirement eligibility, diversity, turnover rates, and trend data.

Data gathering and analysis can be grouped into two main areas, 1) demand and 2) supply.

Step 2.a – Determine what we need (demand)

Demand projections identify the workforce needed to carry out the mission of an agency. The focus of this step should be on the work that needs to be done. One reason this step is separated from the supply projections is to ensure that changes in work functions are considered. These changes might have a significant impact on the size and kind of workforce that will be needed in the future. This step may provide one of the greatest benefits in workforce planning because it offers the chance for an agency to re-examine long-standing assumptions about the purpose and direction of its programs in light of changes that are taking place in the external environment.

Two ways to determine future functional requirements are through environmental scanning and organizational analysis.

Environmental scanning is the process of examining external trends to obtain a better understanding of what is happening in the environment in which the agency operates. The scan should include trends and issues in the economic, social, technological, legal, and political areas. It is important to track the legislative processes and funding streams to identify factors that may change the agency's mission or program priorities. It is also important to track the changing composition of the workforce and shifting work patterns including demographics, diversity, outsourcing, and growing and vanishing occupations.

Some issues to consider:

- Key economic and environmental factors facing the agency
- Key issues and challenges facing the agency that will affect the agency's mission, strategies, or goals
- Current customer demands compared with customer demands predicted for the future
- Key technological factors impacting the agency

An *organizational analysis* should include internal factors such as strategic goals and strategies, business functions, technology and the structure of the agency.

[Click here and press "enter" to add your agency's organizational chart.](#)

Some issues to consider:

- The agency's long-range business plans
- How the agency's structure will look in five years, and how the current structure will evolve
- How many and what types of jobs are needed in order to meet the performance objectives of the agency
- How retirements, reductions in force, and/or hiring freezes have affected the agency's ability to get the work done

[Click here and press "enter" to enter your agency's environmental scan and organizational analysis factors and issues.](#)

Step 2.b – Collect and analyze current data (supply)

Supply data focuses on the specifics of an agency's existing workforce and projects workforce supply. In general, your efforts will focus on creating a current workforce profile, reviewing trend data, and projecting future workforce supply.

A profile of its existing workforce helps an agency understand where it is in terms of the right number of people with the right skills. Data on the current workforce can include:

- Number of employees and contracted workers
- Salary and contract workforce expenditure data
- Workforce diversity (age, gender, race, disabilities)
- Retirement eligibility statistics
- Location

All of the items above are readily available to agencies through employee

payroll records, employee files, and various human resources databases.

Next the agency should look at trend data, which provides a picture of what occurred in the past. This data can help the team predict the supply of skills that may be available in the future.

Examples of trend data include:

- Hiring patterns (time required to fill vacancies, average number of vacancies in a year, etc.)
- Retirement patterns
- Employee turnover statistics

It may be helpful to break down the trend data by agency divisions or by occupational groups. Another way of looking at the trend data is to separate retirement eligibility data by job classification. Looking at trend data will help the team project future workforce supply. It will also help the team apply assumptions about how the variables listed above will influence the future workforce. Trend information combined with the current workforce profile is an essential building block for forecasting workforce supply.

[Click here and press “enter” to review/enter your agency’s supply data.](#)

Step 2.c – Assess gaps and devise strategies

Gaps - Once data have been gathered and analyzed, the team will work to identify existing gaps. Gap analysis is the process of comparing the workforce supply projection to the workforce demand forecast. An analysis should consider the composition of the workforce, including demographic characteristics, geographic location, size, and employee skill level. The agency will establish workforce strategies based on the results of this

analysis. Analysis results will show one of the following:

- A gap (when projected supply is less than forecasted demand), which indicates a future shortage of needed workers or skills.
- A surplus (when projected supply is greater than forecasted demand), which indicates a future excess in some categories of workers and may require action. The surplus data may represent occupations or skills that will not be needed in the future or at least not needed to the same extent.

There is no easy formula for compiling all the collected data to produce a workforce plan. There are, however, **five key sets of information** that must be identified from the data gathered:

1. The most critical workforce challenges facing the organization.
2. The mission impact if the challenges go unaddressed.
3. The actions already underway to address challenges.
4. Actions that the organization can take in the future to address challenges.
5. The necessary resources, both human and monetary, to carry out actions.

The analysis should set priorities for developing strategies by considering the impact of workforce issues on the agency’s programs and services as well as the achievement of the agency mission and goals.

Questions to consider:

- What are the most common themes that emerged from the workforce planning survey?
- Are there specific job classes or job groups that appear to be most challenging in terms of hiring and retaining qualified employees?
- Are there job functions in your agency that are considered critical hiring needs but are too small in number to have a significant impact in one agency?
- How should we interpret the quantitative HR data in light of the information gleaned from the qualitative sources—particularly the workforce planning survey?
- What competencies and skills will the agency need to be successful in the future?
- What workforce challenges does the agency face that have a direct, unavoidable impact on its capacity to achieve its short- and long-term strategic goals?
- What have other organizations done to achieve success in the challenge areas we have identified? Are these actions/models feasible for or adaptable to our agency? What will be required to implement them?
- What will success look like? How will we measure success against the goals that we set out in the plan?

Strategies -The final step in this phase involves developing solutions/strategies

to address the key challenges and close gaps. Strategies might include programs, policies and practices that assist agencies in recruiting, training and retaining staff in these areas. Strategies may be employee-specific, such as preparing individualized development plans to address identified knowledge transfer and staff development needs. A wide range of strategies exists for attracting and developing a diverse workforce equipped with the skills to carry out the agency's mission.

In developing strategies, the agency may want to consider expanding recruitment, retention and training practices that have been effective; revising practices that have not been effective; and identifying opportunities for sharing best practices or partnering with other agencies in recruitment and retention efforts. The agency may also want to address employee satisfaction and look for opportunities to involve teams of employees and labor-management advisory committees in strategy development.

This guide categorizes strategies into four categories:

- Workforce Stability
- Diversity and Affirmative Action
- Recruitment and Hiring
- Development

Categorizing strategies and the resulting action steps in this manner, helps to ensure a comprehensive approach to addressing workforce issues. If an agency focused on only one area, such as recruitment and hiring, they could run the risk of ignoring an important workforce stability issue such as high turnover rates.

[Click here and press "enter" to enter gaps identified and strategies developed.](#)

Workforce Planning Phase 3 – Develop and Implement Action Plan

The next phase is execution. Below are a few critical success factors to keep in mind as the agency shifts from planning to action. Before implementing the plan, agencies should ensure that:

- necessary resources are allocated to carry out action items
- all staff who will be involved in implementing the plan understand their roles and responsibilities
- timelines, performance measures, and reporting mechanisms in the action plan have been clearly communicated
- the agency's plan is aligned with and does not duplicate any enterprise or shared solutions that are already developed.

Step 3.a – Develop action plan

The action plan template is set up to record action items using the same four categories in which strategies were developed.

Complete the action plan template by filling in the following information:

Strategy: List the strategy that the action plan is addressing.

Measure: How will you know when the strategy is successful?

Action Step/Activity: List the specific action(s) that need to be completed to implement each workforce strategy, i.e. develop a training plan.

Target Completion Date: When will the action be completed? Be realistic. This

could be a particular month or an actual date.

Person Responsible: Who is responsible for completing the action? Is it an individual, a team or the entire office?

Resources: What resources are needed to complete the action? Will this action step require additional funds, time, or the removal of current barriers?

[Click here and press “enter” to complete the action item section of the Workforce Plan Template.](#)

After completing the action item section, review your complete workforce plan for key findings and recommendations. These are the high impact issues and strategies that were identified. Examples may include:

- A list of the agency's hard to fill positions
- Key trends related to staff turnover, recruitment or development
- Significant areas of job growth
- Areas of underutilization

Enter that information in the Executive Summary.

[Click here and press “enter” to complete the executive summary section of the Workforce Plan Template.](#)

Step 3.b – Implement plan

Focus on implementing the action items targeted for completion this year. As the team begins implementation efforts make sure that initiatives are communicated to agency staff on a regular basis.

Workforce Planning Phase 4– Monitor, Evaluate and Revise

Ongoing evaluation and adjustments are vital to effective workforce planning. Although the workforce plan covers a 3-5 year period, it should be reviewed at least annually. If an agency does not regularly review its workforce planning efforts, it runs the risk of failing to meet goals or not having the ability to rapidly respond to unanticipated changes. The action plan template includes the section, Status/Progress Update. Enter comments in this section to reflect progress on each action item.

Step 4.a – Monitor action plan progress

There are many methods to obtain information about how well the agency is meeting its workforce planning goals. A variety of measurement and analytical processes may assist the agency in monitoring, evaluating, and revising the workforce plan on an ongoing basis. Some examples include:

Evaluating the action plan implementation:

- Did the agency meet its objectives?
- Did the agency complete its action plan on time?
- If the agency was not able to achieve a particular item on the action plan, what obstacles prevented this from happening and what changes or resources are needed to achieve success?
- Has the agency successfully established processes to collect relevant workforce data and track workforce trends?

- Have there been changes in the workforce that would cause the strategies to need revision?

Evaluating progress in meeting employee recruitment, retention, and development challenges:

- Have retention rates improved in job classes with critical hiring needs?
- Have recruitment strategies increased the number and diversity of qualified candidates when filling positions in job classes with critical hiring needs?
- Have the agency's needs for particular skills or expertise been fulfilled by recruitment or training strategies?
- Have knowledge transfer and retention of institutional knowledge strategies been effective in addressing the loss of expertise and knowledge due to retirements?

Tools or techniques that may be utilized to help evaluate progress:

- Program process reviews
- Employee questionnaires or assessments
- Customer questionnaires or assessments
- Meetings, surveys, focus groups
- Organization performance assessments
- "Lessons learned" sessions

Step 4.b – Enterprise tracking

Although the primary purpose of the workforce plan is to assist the agency in planning for its future workforce needs, each agency is asked to submit its workforce plan to DAS. DAS will review plans to identify cross-agency issues that could be addressed on an enterprise-wide level. The agency plan should include goals that are beyond agency control where collaboration with DAS might assist. A collaborative approach will help develop strategies to address our shared challenges in recruiting, developing and retaining the skilled employees who deliver essential services to the citizens of Iowa.

Step 4.c – Annual updates

Workforce planning is an ongoing process. As solutions are implemented and the agency makes progress toward its workforce goals, circumstances will change. Leaders will change. Some challenges will fade as new ones emerge. While the agency need not go through the end-to-end process of developing a new workforce plan every year, the plan should be revisited regularly to allow for mid-course adjustments and corrections, and an

updated plan should be produced every three years or so.

The State of Iowa must prepare to adapt to the changing demographics of the workforce. We must also continue to recruit, retain, and develop top-quality employees while addressing existing critical needs within our organizations. Workforce planning provides a framework for investing in our employees and ensuring that we have the people and skills in place to meet the challenges ahead.

The Department of Administrative Services will continue to provide support to agencies both through our agency contacts and through the Workforce Planning web site:

http://das.hre.iowa.gov/wp_home.html

This guide and additional tools, including a completed workforce plan example, can be found on this site.

Contact Information

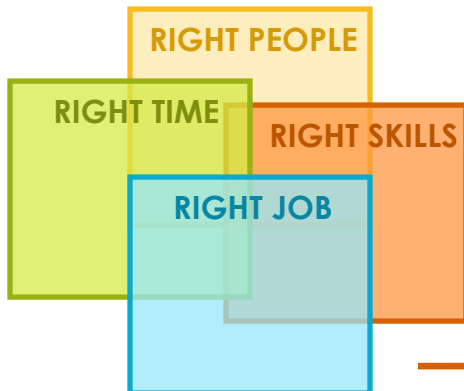
For additional information, contact your agency's personnel officer or Mary Ann Hills at maryann.hills@iowa.gov or 281-6603.

Agency Workforce Plan

Agency Name

Submission Date

STATE OF IOWA



WORKFORCE PLANNING

2008-2009

Click here & press "enter" to return to the Guidelines [Submitting the Agency Workforce Plan](#)

Phase 1 Step 1.a - Secure Sponsorship

Workforce Planning Sponsor Contract

The purpose of this contract is to help your agency set the foundation for success in completing and implementing a Workforce Plan. A Workforce Plan is a management tool, not a human resource document; therefore, the development process must be collaborative. To ensure success, agency leadership and team members must be:

- ✓ Committed – Engaged from pre-work through sustainment.
- ✓ Passionate – Enthusiastic support from all involved.
- ✓ Open Minded – Willing to develop the best solutions without the influence of pre-conceived ideas.
- ✓ Forward-looking – Align Workforce Plan with current strategic plan and in consideration of future demands of the agency.

To make this plan useful and strategic, it is essential that the individuals who have been selected to serve on the Workforce Planning team be afforded adequate time and resources to complete and implement the plan. **It is the responsibility of the Sponsor to ensure this occurs and that there is ongoing commitment by agency leadership.**

I have read and support the concepts outlined above, and I understand the critical role I play in the success of the workforce planning process. As a Sponsor, I will play an active role in ensuring my agency's successful development and implementation of our Workforce Plan.

Sponsor Signature

Position

Date

Click here & press "enter" to return to the Guidelines [Step 1.b – Build a workforce planning project team](#)

The Workforce Plan Team Leader is to retain the signed copy as part of the completed Workforce Plan.

Phase 1 Step 1.b - Build Project Team

Workforce Planning Team		
Name and Title	Phone # and E-mail	Location

Click here and press "enter" to return to the Guidelines [Step 1.c – Identify strategic direction](#)

Workforce Plan Executive Summary

Key Findings

Recommendations

Click here & press “enter” to return to the Guidelines [Step 3.a – Develop action plan](#)

Phase 1 Step 1.c – Identify Strategic Direction

Agency Mission	
Agency Vision	
Strategic Goal 1	
	Key Strategy 1:
	Key Strategy 2:
	Key Strategy 3:
Strategic Goal 2	
	Key Strategy 1:
	Key Strategy 2:
	Key Strategy 3:
Strategic Goal 3	
	Key Strategy 1:
	Key Strategy 2:
	Key Strategy 3:
Strategic Goal 4	
	Key Strategy 1:
	Key Strategy 2:
	Key Strategy 3:
Strategic Goal 5	
	Key Strategy 1:
	Key Strategy 2:
	Key Strategy 3:

Click here & press "enter" to return to the Guidelines [Step 2.a – Determine what we need \(demand\)](#)

Notes:

Phase 1 Step 1.d – Engage Managers and Collect Initial Data

Key Findings from the Workforce Planning Survey

Click here and press “enter” to return to the Guidelines [Workforce Planning Model Phase 2 – Conduct Workforce Analysis](#)

Notes:

Insert your Agency's Organizational Chart here:

Click here and press enter to return to the Guidelines [Step 2.b – Collect and analyze current data \(supply\)](#)

Phase 2.a - Demand Projections (looking out 3-5 years)

This step identifies the workforce needed to carry out the mission of the agency.

Key Points –

Environmental Scan Factors	Issues
What are the key economic factors facing the agency?	
What are the key issues and challenges facing the agency? How will these impact the agency's mission, goals or strategies?	
How will new technologies impact the agency? How will it change the way you do business?	
What are the social or political factors impacting your agency?	
How will legislative decisions, including the appropriation process impact your agency?	
How will changes in external workforce composition or patterns (demographics, diversity, growing/shrinking occupations) impact your agency?*	
Will the customers served by the agency change in the next five years?	
Other factors	

*Iowa Workforce Development has in-depth data on local employment dynamics, occupational and industry projections and industry employment and wages. Please reference their web site at www.iowaworkforce.org for information or call the Labor Market Information Director at 515-281-5193. Training on how to fully use the data is also available.

Notes:

Organizational Analysis Factors	Issues
How will the agency structure look in five years? How will it get there?	
How do current customer demands compare with predicted future demands?	
How will you implement changes due to new technology? What will the impact be?	
Will the agency be doing the same work in five years as it does today?	
Will the work the agency does be completed in the same location(s) that it is today?	
How many and what types of jobs will be needed to meet current performance objectives as well as future agency strategic goals?	
What skills do employees need both now and in the future to meet customers' needs and achieve strategic goals?	
How will retirements over the next 5 years impact the agency?	
Other factors	

Click here & press "enter" to return to the Guideline [Step 2.b – Collect and analyze current data \(supply\)](#)

Notes:

Phase 2.b - Supply Information

This data focuses on the specifics of your agency's existing workforce and projects workforce supply.*

Workforce Stability

Key Points –

Measures	FY2006 Data	FY2007 Data	FY2008 Data	Notes
1. Full-time Employees				
2. Part-time Employees				
3. Temporary Employees				
4. Contractor Employees				
5. Average Length of Service (LOS)				
6. Average Age				
7. Total Separation %				
8. Female Separations within 2 years				
9. Minority Separations within 2 years				
10. Persons with Disabilities - Separations within 2 years				
11. Total Separations within – 2 years of hiring				
12. Retirement %				
13. Total Voluntary Separations % (resignations)				
14. Total Voluntary Separations during probationary period				
15. Female Voluntary Separations during probationary period				
16. Minority Voluntary Separations during probationary period				
17. Persons with Disabilities Voluntary Separations during probationary period				
18. Total Involuntary Separations % (terminations)				
19. Total Involuntary Separations during				

probationary period				
20. Female Involuntary Separations during probationary period				
21. Minority Involuntary Separations during probationary period				
22. Persons with Disabilities Involuntary Separations during probationary period				
23. Transfers Out				
24. Retirement Eligibility – 1 year %				
25. Retirement Eligibility – 3 year %				
26. Retirement Eligibility – 5 year %				

Diversity and Affirmative Action

Key Points –

Measures	FY2006 Data	FY2007 Data	FY2008 Data	Notes
27. % Female				
28. % Minority				
29. % Disability (PWD)				
30. % Female Management				
31. % Minority Management				

Recruiting and Hiring

Key Points –

Measures	FY2006 Data	FY2007 Data	FY2008 Data	Notes
32. Number of Hires				
33. Transfers In				
34. Number of Promotions				
35. Average Days to Fill				
36. Acceptance Percentage				
37. Executive Stability %				

Development Issues

Key Points -

Measures	FY2006 Data	FY2007 Data	FY2008 Data	Notes
38. Completed Employee Evaluations %				
39. Supervisory Training Completed %**				
40. Average score on the Employee Satisfaction Survey**				
41. Individual Development Plans Completion %**				

* For additional information on these measures, please see the data dictionary in Appendix B

** Data may not be available in the first year

NOTE: Data not supplied by DAS-HRE should be supplied by agency if available.

Phase 2.b - Supply Information

Classifications and retirement projections

Add additional columns as needed.

	Job Title	Pay Grade	Quantity	1-yr	3-yr	5-yr	% Turnover Estimated in 3 years			Job Title	Pay Grade	Quantity	1-yr	3-yr	5-yr	% Turnover Estimated in 3 years
1							%		36							
2									37							
3									38							
4									39							
5									40							
6									41							
7									42							
8									43							
9									44							
10									45							
11									46							
12									47							
13									48							
14									49							
15									50							
16									51							
17									52							
18									53							
19									54							
20									55							
21									56							
22									57							
23									58							
24									59							
25									60							
26									61							
27									62							
28									63							
29									64							
30									65							
31									66							
32									67							
33									68							
34									69							
35									70							

Click here & press “enter” to return to the Guidelines [Step 2.c – Assess gaps and devise strategies](#)

Phase 2.c – Assess Gaps and Devise Strategies

Identify and prioritize gaps (imbalances or differences) from the trends that impact your workforce in the following four core areas. Which gap(s) causes the greatest concern to your agency's mission objectives? *Gaps – imbalances or differences that impact your workforce.*

Key Points -

Workforce Stability Issues	Workforce Stability Strategies
Diversity and Affirmative Action Issues	Diversity and Affirmative Action Strategies
Recruiting and Hiring Issues	Recruiting and Hiring Strategies
Development Issues	Development Strategies

Click here & press “enter” to return to the Guidelines [Workforce Planning Model Phase 3 – Develop and Implement Action Plan](#)

Notes:

Phase 3 – Develop and Implement Action Plan

What are the five to nine primary action steps to implement your strategy? Identify key action steps or activities, timeline, persons responsible for action and resources needed. Expand as necessary.

Workforce Stability

Strategy: Measure:					
Action Step or Activity		Target Completion Date	Person(s) Responsible	Required Resources	Status/Progress Update
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Diversity and Affirmative Action

Strategy: Measure:					
Action Step or Activity		Target Completion Date	Person(s) Responsible	Required Resources	Status/Progress Update
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Recruiting and Hiring

Strategy: Measure:					
Action Step or Activity		Target Completion Date	Person(s) Responsible	Required Resources	Status/Progress Update
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Development

Strategy: Measure:					
Action Step or Activity		Target Completion Date	Person(s) Responsible	Required Resources	Status/Progress Update
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Click here & press “enter” to return to the Guidelines [Step 3.b – Implement plan](#)

Phase 4 – Monitor, Evaluate and Revise. Agency Workforce Plan Director Commitment

Ongoing evaluation and adjustments are vital to the success of this workforce plan. Additionally, the ongoing support and commitment from senior management is necessary.

I have read the <insert department name> Workforce Plan. I support this plan and understand the critical role I play in the success of this plan. I will ensure the necessary resources are available to implement the actions and strategies outlined in the plan and will play an active role in the plan's implementation.

Director's Signature

Date